

## **DEPARTMENT OF CORRECTIONS**

### **Reorganization Proposal**

The Department of Corrections proposes to consolidate the titles of Correction Captain and Director of Custody Operations and create one new title of Correction Major.

In order to accomplish this proposal, the department will need to make changes to our current organizational structure.

### **Current Structure**

Attachment A shows our current structure. At the facility level, we have two Assistant Superintendents, one Director of Custody Operations an Associate Administrator and an Administrator.

Directors of Custody Operations have responsibility for the overall custody function at each facility. They hold grievance hearings, sign disciplinary actions and assist in the budget process. Correctional Captains are typically assigned to a distinct area of supervision in the facility. For example, they may have supervision over a housing unit or a particular security area. They directly supervise Correction Lieutenants and the day to day operations, including scheduling and operations.

The Assistant Superintendents mainly oversee the civilian and programming areas of the facility such as, Classification, Food Service, Maintenance, Social Services and Education.

There is one Director of Custody Operations FTE assigned to each facility with the exception of Mid-State Correctional Facility and 3 to 4 Correction Captains assigned to each facility. There is also a Correction Captain assigned to each of the specialty units of Central Transportation/Medical, Training Academy and Special Operations Group.

Correction Captains report to the Director of Custody Operations. The Director of Custody Operations reports to either the Administrator, the Associate Administrator or an Assistant Superintendent depending on availability and the facility.

### **Proposed Structure**

Our proposed structure is outlined in Attachment B. We propose 2 Assistant Superintendents, two Correction Majors, one Associate Administrator and an Administrator at each facility.

Attachment C outlines the proposed responsibilities of each member of the administration under the new structure. The new structure divides the oversight of Custody Operations between two Correction Majors.

There will be one Administrator, one Associate Administrator, two Assistant Superintendents, a Correction Major of Administration and a Correction Major of Security at most facilities. Some of the smaller facilities may have one less Assistant Superintendent if the number of Administrative staff is not warranted due to facility size.

The three Correction Captains assigned to our SOG, Central Transportation and Training units would also be converted to Correction Majors.

Additionally, we are in the process of establishing a new Central Operations Desk unit which would be staffed with 6 Correction Majors. This new unit will be based on an Incident Command Structure model. It will be a 24/7 Central desk that will coordinate the response to all emergency situations and unusual incidents that occur in our department. The Correction Majors assigned to this new unit will be responsible for receiving and logging information about significant incidents, reporting the incident through the Chain of Command and serving as the liaison between Central Office and the facility. This unit will allow for department wide coordination of incidents from a central location and ensure that the allocation of resources is handled in the most efficient manner.

We would also create 3 regional Correction Majors which would provide assistance to the facilities and Directors of Operations when incidents occur. Each of the 3 Majors will report to a Director of Operations and would be assigned to a region (North, Central, and South). They will be responsible for conducting unannounced facility checks in their region on various shifts. They will respond to major incidents on and off their tour of duty and will perform auditing functions at the request of the Directors of Operations. They will be able to provide an independent assessment of situations because they are not assigned to any particular facility and will possess an autonomous point of view.

Please note that the Correction Majors assigned to the Central Operations desk and the Regional Correction Majors will not supervise or provide oversight to other Correction Majors. They will be of the same rank but performing different duties.

## **The Numbers**

The new structure would ultimately result in a reduction of 20 FTE in the Department. The below chart outlines our current FTE for Directors of Custody Operations and Correction Captains and our new FTE based on the above plan:

### **Current**

	<u>FTE</u>	<u>Filled as of pp#13</u>
DOCO	12	6
Captains	<u>46</u>	<u>40</u>
	58 total	46 total

### **New**

	<u>FTE</u>	<u>FTE Reduction</u>
Correction Major	38	20

### **Breakdown:**

Facilities – 26

SOG/Trans/Train – 3

COD – 6

Regional – 3

Current FTE Filled: 46  
New FTE: 38  
Number of staff over: 8  
Number of Staff Eligible for Retirement in 2012: 14

As you can see from the illustration above, we currently have 46 Correction Captains and DOCO positions filled. Our new FTE would be 38. We would be over the new FTE by 8 staff.

Note: A review of staff eligible to retire reveals that we could attrite more than the remaining 8 staff by the end of calendar year 2012 if staff eligible to retire actually do so.

## **Implementation**

The plan would be implemented by moving all Correction Captains and Director of Custody Operations into the title of Correction Major. All staff would be "ruled" into the title. In other words, they would be made RAT appointments (Regular Appointment – Title Change) resulting from their experience in their Captain or DOCO title.

Any employee, who is over the maximum salary of the Correction Major, would have their salary "red-circled" in order to remain at their current salary. All others would be placed at the Correction Major Salary.

We would remain over by 8 Correction Major Positions until we are able to attrit to our reduced FTE of 38.

## **Summary**

The reorganization would result in three positions remaining essentially the same regarding job responsibilities but in the new title. These three positions are those assigned to the Training Academy, Central Transportation/Medical and the Special Operations Group.

There will be 9 positions with completely new functions. These include the six positions assigned to the Central Operations Desk and the three regional positions.

The remaining 26 positions assigned to the facilities will have either expanded or decreased responsibilities. Employees currently in the Correction Captain title will have greater accountability. They will be assigned a broader scope of responsibility, will conduct grievance hearings, sign disciplinary charges and become more involved in the budgetary process. Employees currently in the Director of Custody Operations titles will have reduced responsibility. They currently have complete oversight for the entire custody function. The new Correction Major title will divide that responsibility into two positions. One position will be accountable for the administrative aspect and one position will be accountable for the security aspect of the overall Custody Operation.

This reorganization will allow our department to function more effectively not only through the consolidation and expansion of duties at the facility level, but also through the creation of the COD and Regional positions. We will be able to become more streamlined, provide a greater level of oversight and accountability and ensure that our resources are being utilized in the best possible manner.

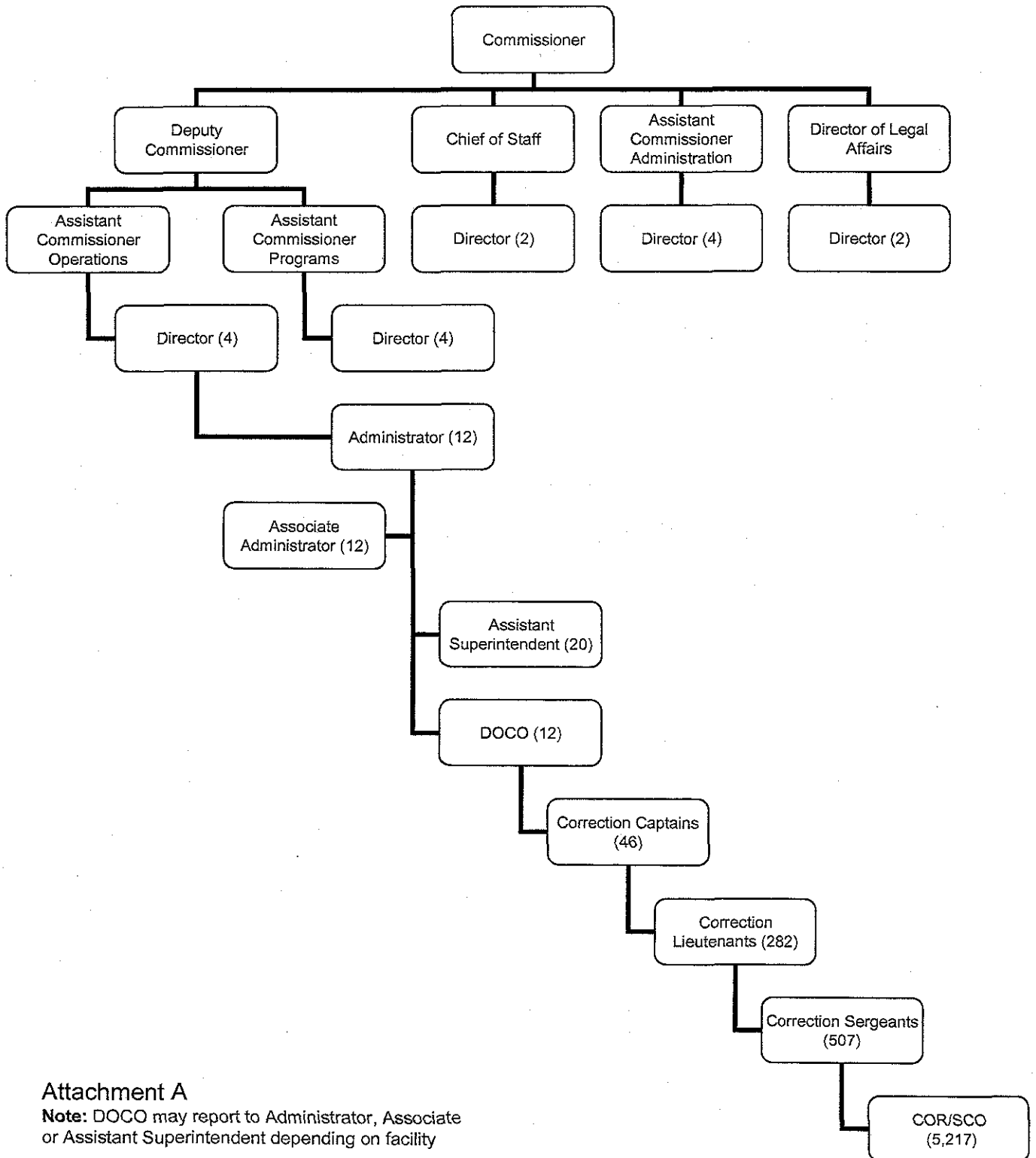
Creation of the new title will allow our department to effectively consolidate resources and will reduce our FTE by twenty (20) positions. We would like to apply a portion of the savings that will result from the FTE reduction to fund this consolidation request and a portion of the savings to correct the significant disparity in the salaries of our institutional Administrative staff.

In order to address the salary disparity, we are requesting to establish a higher salary rate for certain management titles commensurate with the difficulty and complexity of the responsibilities associated with the positions. When an employee is promoted to one of these titles they would be placed at the determined salary regardless of the amount of the increase.

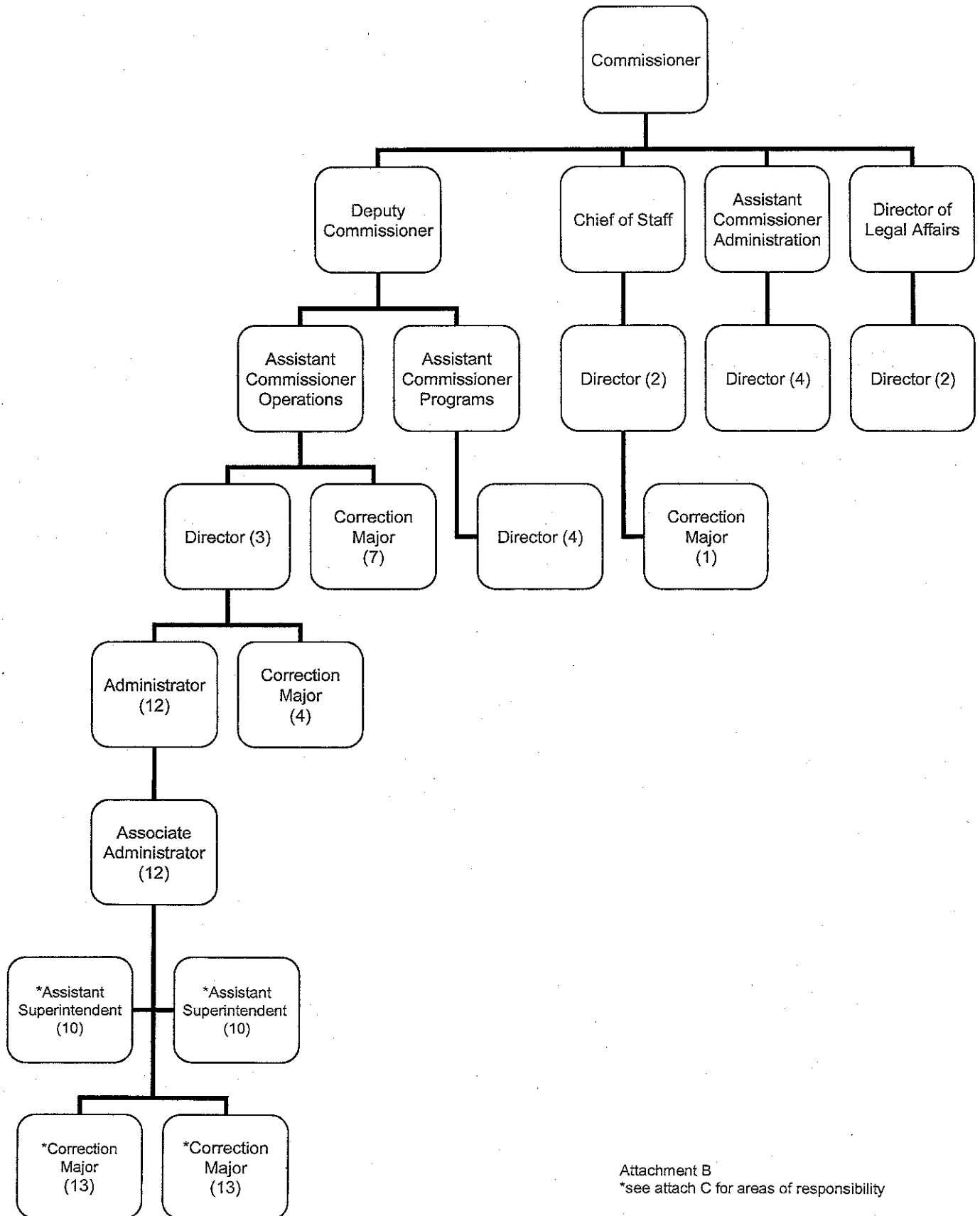
This proposal will allow us to begin addressing the salary inequities that exist between management and their subordinates as well as increasing long term career development for both custody and civilian staff by creating career opportunities that were previously unavailable due to the salary inequities. We believe that more staff will be interested in management positions and this will allow us to obtain a greater pool of qualified candidates for these positions.

It should be noted that we currently have a situation wherein qualified custodial staff are turning down opportunities for advancement to titles such as Associate Administrator or Administrator due to the significant reduction in salary. Even more disturbing is the fact that some Administrators and Associate Administrators have resigned their management positions and returned to the custodial ranks for financial reasons. This seriously undermines the perception of management's authority which is unacceptable especially in a Para-military organization. This proposal will also correct that situation and create an environment wherein the best qualified individuals will compete for and accept management positions.

# DOC – Current Structure



DOC – Proposed Structure



## **Attachment C**

### **Suggested Structure**

#### **Correction Major– Administration**

- Operations/Overtime/Attendance
- Capital Budget/Fiscal Planning
- Daily Activity Reports
- Personnel Action Requests
- Records Custodian
- Post Orders
- Records Storage
- Vehicle Coordinator
- Supervisor/Recruit Probation reports
- SLI/Worker's comp – Accident investigations
- Personnel Actions/002 Requests
- Training
- Information Technology Computer Access
- Grievance Hearings - Custody

#### **Asst. Superintendent**

- Records storage coord.
- Monthly Reports
- CHANGE reports
- Inmate job assignments
- Computer requests
- Food Service
- Legal Access/Attorney visits
- Maintenance

#### **Correction Major – Security**

- Fire Marshal
- Overall Safety and Security of facility
- Key control
- Outer perimeter posts
- Search plan coordinator
- Command Post
- Center Control/Equipment (Security)
- Gang Intel
- Classification Committee
- Inmate and Employee Discipline
- Budget requests related to security

#### **Associate Administrator**

- Discipline/Grievance Hearings
- Urinalysis testing
- Major investigations
- Special Investigation Division liaison
- Duties of Administrator in absence

#### **Assistant Superintendent**

- Visits
- Recreation
- Programs
- Education
- Inmate Grievance
- Social Services
- Clinic
- Therapeutic Community Programs
- Law Library